



County of Los Angeles CHIEF EXECUTIVE OFFICE

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WILLIAM T FUJIOKA
Chief Executive Officer

December 20, 2010

To: Mayor Michael D. Antonovich
Supervisor Gloria Molina
Supervisor Mark Ridley-Thomas
Supervisor Don Knabe
Supervisor Zev Yaroslavsky

From: William T Fujioka
Chief Executive Officer

A handwritten signature in blue ink, appearing to be "W. T. Fujioka", is written over the printed name of the Chief Executive Officer.

Board of Supervisors
GLORIA MOLINA
First District

MARK RIDLEY-THOMAS
Second District

ZEV YAROSLAVSKY
Third District

DON KNABE
Fourth District

MICHAEL D. ANTONOVICH
Fifth District

RESPONSE TO BOARD MOTION ON PROTECTING CHILDREN WITH A STRONG WORKFORCE (ITEM NO. 67A, AGENDA OF NOVEMBER 3, 2010)

On November 3, 2010, by motion of Supervisors Antonovich and Ridley-Thomas, your Board directed the Chief Executive Officer (CEO) to work with the Department of Human Resources (DHR), in conjunction with the Department of Children and Family Services (DCFS), to: 1) Report on the minimum requirements for employment opportunities for the various Children's Social Worker (CSW) tiers and for internal promotional advancement opportunities to supervisory and regional administrative positions in like jurisdictions; 2) Report on methods Los Angeles County could improve recruitment outreach for prospective applicants to these positions; and 3) Report on processes Los Angeles County could use to enhance the knowledge, skills, and abilities of existing CSWs, Supervising Children's Social Workers (SCSW), Assistant Regional Administrators (ARA), and Regional Administrators (RA) through the design and provision of enhanced training, customized for each, in accordance with their respective levels of responsibility and accountability.

The recommendations presented in this report have been developed to align with the DCFS Review report released by the CEO in November 2010. In addition, implementation of these recommendations are intended to be integrated with the existing DCFS Implementation Plan project teams. Recommendations were also developed in consideration of the County's fiscal constraints and the department's existing resources.

"To Enrich Lives Through Effective And Caring Service"

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I. Minimum Requirements and Promotional Opportunities in Like Jurisdictions

CEO Classification/Compensation surveyed a total of nine major jurisdictions to collect classification information for comparable CSW classes. Jurisdictions were chosen based on population size, demographics, or the characteristics of their child welfare agencies. It should be noted that several jurisdictions provide child protective services on a consolidated statewide basis, instead of through County-delivered services. In addition, classification information was collected for comparable classes at the first-supervisory level (SCSW), second-supervisory level (ARA), and third-supervisory level (RA) positions.

The report includes a comparison of the minimum requirements for our CSW series, ARA, and RA positions (Attachment A) to see how they compare against similar classes from the surveyed jurisdictions (Attachment B).

In addition, we compared internal career advancement patterns within Los Angeles County, to those following similar career paths within surveyed jurisdictions (Attachment C). Comparison beyond the first-level supervisory level is less comprehensive as many of the surveyed jurisdictions utilize a generic human services position, rather than a child-protective services-specific classification for management work.

The jurisdictions surveyed include the following:

- State of New York
- State of Illinois
- State of Arizona
- State of Massachusetts
- Miami-Dade County, Florida
- San Diego County, California
- Orange County, California
- Alameda County, California
- Hennepin County, Minnesota

Overall, our review indicates that the minimum requirements utilized by Los Angeles County are comparable to other jurisdictions' nationwide. However, we found that our minimum requirements at the CSW III level are more stringent in comparison to the surveyed jurisdictions. In addition, promotional opportunities for CSWs in Los Angeles County are comparable to those of other jurisdictions.

II. Recruitment Outreach

DHR worked in conjunction with DCFS to identify the department's current workforce needs and identified strategies to strengthen the department's recruitment endeavors and improve outreach. These recommended strategies are based on research of successful recruitment efforts that can augment DCFS's existing practices. A detailed implementation plan of these recommendations has also been developed (Attachment D).

Due to concerted and consistent efforts to recruit, the department has maintained an extremely low vacancy rate over the last several years. Currently DCFS has a 0.47 percent CSW vacancy rate, and from November 2009 to October 2010 the average CSW vacancy rate was 1.63 percent. In addition, the November 2010 attrition rate is .50 percent, and from November 2009 to October 2010 the average attrition rate was .44 percent. Given the low vacancy and attrition rates, the department will focus its recruitment efforts on enhancing the quality of the applicant population and fulfilling needs for specific skills.

DHR and DCFS have established the following recommendations:

1. Subscribe to resume databases that specialize in human services jobs, such as ihiresocialservices.com or socialworker.org/joblinks, to establish an expedient method of reaching applicants with specific qualifications looking to establish a new career.
2. Develop a more comprehensive departmentwide exit interview process for the purpose of studying employee separations from DCFS. Process guidelines should be included in policy and made available to all employees.
3. Continue participation in the stipend and California Social Work Education Center (CALSWEC) programs to recruit social worker graduates.
4. Continue to establish collaborative relationships with internal and external DCFS stakeholders (e.g., professional associations, alumni organizations, student associations, unions, employee associations, community-based organizations, etc.) to engage and attract qualified applicants to DCFS.
5. Network or establish affiliations with educational institutions that have a significant Hispanic student population in an effort to meet DCFS' need to recruit and hire bilingual (English/Spanish) CSWs. Conduct focused

recruitment/networking activities with social work professional associations, alumni organizations, student associations, and community organizations to establish or strengthen collaborative relationships.

6. Continue outreach activities to junior colleges and high schools to expose students to social work careers. Affiliations with educational institutions should not be limited to four-year colleges.

In 2002, DHR created a comprehensive recruitment plan to function as a model guide to the department's recruitment efforts. DHR will update the plan to provide supplementary resources and additional guidance in implementation of these recommendations.

III. Enhancing Knowledge, Skills, and Abilities

Current initiatives and practices were evaluated to determine what processes could be used to enhance the knowledge, skills, and abilities of CSWs, SCSWs, ARAs, and RAs. Our recommendations cover three areas: 1) Core Academy training, 2) PerformanceNet; and 3) Executive Management Reporting. A detailed implementation plan is also provided (Attachment E).

1. *Core Academy*

New CSW trainees coming into the department receive a 10-week Core Academy training intended to teach the essential knowledge, skills, and abilities needed to adequately perform on the job. Recently the department has made significant efforts in redesigning the Core Academy model to ensure that training is results-based and that participants are receiving the maximum number of field training days so that trainees obtain the skills and tools needed for a smooth transition to the workplace. To accomplish this, the revised Core Academy is designed to include 17 days of field activities, which is an increase of 240 percent from the existing five field-day Core Academy curriculum. DCFS is piloting their new Core Academy model at the South County and Lancaster regional offices with the December 6 Core Academy.

In accordance with the DCFS Implementation Plan, the Training Redesign project team is eliciting the services of the Inter-University Consortium (IUC) in assessing the effectiveness of the redesigned Core Academy model. The IUC is contracted by your Board to provide training services to DCFS including training evaluation. We encourage the continued use of these existing

resources and this established partnership in evaluating the redesigned Core Academy model. We also recommend that DHR Organizational and Employee Development Division (OEDD) provide their assessment expertise and services where needed to evaluate the training curriculum and revised approach during this pilot phase to ensure it follows a results-based design and provides tools to assist staff in their work.

Assessment will encompass a variety of tools including participant feedback questionnaires, evaluation of knowledge acquisition, and evaluation of transference of knowledge and skills to the job. A report of the data analysis of these tools and feedback will be prepared for departmental and County executive management.

2. PerformanceNet

DHR OEDD is in the process of developing a new Countywide electronic performance evaluation system called PerformanceNet. PerformanceNet was created to streamline the performance evaluation process and to ensure that employees are held accountable for the performance required to deliver the work products/services expected of their level and position.

To create a performance evaluation work plan, clear and measurable performance expectations must first be established. DHR OEDD conducts focus groups with departmental subject matter experts to determine what performance expectations employees must meet to deliver the expected work products/services at an acceptable level. Currently DHR OEDD has developed work plans for the CSW Trainee, CSW I, CSW II, CSW III, SCSW, and ARA classifications. These work plans have been reviewed and approved by DCFS management. Utilization of these work plans in PerformanceNet is scheduled for Spring of 2011.

DHR OEDD will also engage in train-the-trainer sessions with DCFS training staff on the usage of PerformanceNet. In this training, performance raters (the immediate supervisor/manager of the employee being rated) are instructed to communicate performance expectations to their employees at the beginning of the rating period and the employees and supervisors/managers are expected to sign that they agree to them. At the end of the rating period, raters conduct a year-end performance management review based on the agreed upon expectations. This methodology formalizes the year-end review process,

facilitates the discussion between rater and employee, and holds the employee accountable for the expected job performance.

We recommend that raters also conduct an informal mid-year review to provide the employee with feedback where they can highlight strengths and identify potential growth development areas. During this informal semi-annual evaluation, raters will discuss with their employees their current performance and provide guidance on any potential areas in need of improvement and develop a plan with the employee to address them. This will increase employee accountability and ensure that staff are being supported in their developmental needs. To support this, DHR OEDD will work with the DCFS Implementation Plan – Training Redesign project team, including Local 721, to develop the tools and the training necessary to implement a semi-annual review process.

3. *Executive Management Reporting*

In accordance with the DCFS Review and Implementation Plan, efforts are underway to develop a standardized Executive Management Report that will be used to compare the performance of the various DCFS regional offices and to provide performance expectations by which ARAs and RAs will be held accountable. CEO and DCFS will work in collaboration to determine the performance measures that will be included in this monthly report (e.g., percentage of Emergency Response referrals over 30 days offices must remain below). We also recommend that training be developed to teach ARAs and RAs how to interpret these reports and to use them in effectively running their operations.

In conclusion, overall the minimum requirements and promotional opportunities for our CSW series are comparable to other jurisdictions'. Moreover, Los Angeles County's CSW III minimum requirements are more stringent than comparable positions' in the jurisdictions we surveyed. Our review also found that the department has maintained a low vacancy rate over the past several years due to continuous recruitment efforts. Therefore, we have put forth several recommendations to focus efforts on continuing to enhance the quality of the candidate pool and to recruit candidates with specific skills. The department is also engaged in several endeavors to enhance the knowledge, skills, and abilities of its existing and incoming CSWs. We have recommended that DHR OEDD assist in these efforts where needed, in concert with the DCFS Implementation Plan. Our recommendations were constructed in consideration of existing initiatives and programs, and with the intent of fully leveraging existing resources.

Each Supervisor
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If you have any questions or require additional information, please contact
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WTF:AJ
DS:SMF:ljp

Attachments

c: Children and Family Services
Human Resources

**Los Angeles County - Department of Children and Family Services
Children's Social Worker Series
Minimum Requirements**

ATTACHMENT A

Classification	Children's Social Worker Trainee	Children' Social Worker I	Children's Social Worker II	Children's Social Worker III
Minimum Requirements	<p><u>Option 1</u> Bachelor's degree from an accredited college with a major in psychology, sociology, social work, child development, or a related human services field.</p> <p><u>Option 2</u> Bachelor's degree from an accredited college, and one year of paid experience in a social service agency providing protective/placement casework services to children or families with children.</p>	<p><u>Option 1</u> One year as a Children's Social Worker Trainee for Los Angeles County.</p> <p><u>Option 2</u> Bachelor's degree from an accredited college with a major in psychology, sociology, social work, child development, or a related human services field -AND- one year of paid experience in a social service agency providing protective/placement casework services to children or families with children.</p> <p><u>Option 3</u> Bachelor's degree from an accredited college with a major in psychology, sociology, social work, child development, or a related human services field -AND- two years of paid experience performing the duties of a Los Angeles County Social Worker II or higher.</p> <p><u>Option 4</u> Bachelor's degree from an accredited college including 12 units in psychology, sociology, social work, child development or other related human services courses -AND- two years of paid experience in a social services agency providing protective/placement casework services to children or families with children.</p> <p><u>Option 5</u> Bachelor's degree from an accredited college including 12 units in psychology, sociology, social work, child development or other related human services courses -AND- four years of paid experience performing the duties of a Los Angeles County Social Worker II or higher.</p>	<p><u>Option 1</u> A Master's degree from an accredited college or university school in social work, marriage and family counseling, psychological counseling, or clinical psychology.</p> <p><u>Option 2</u> A Bachelor's degree from an accredited college or university with a major in psychology, sociology, social welfare, child development, or a related human services field -AND- two years of social work experience providing protective or placement services to children or families with children or rendering social services to wards or dependent children of the court within the past five years.</p> <p><u>Option 3</u> One year of experience as a Children's Social Worker I in the service of the County of Los Angeles.</p>	<p><u>Option 1</u> A Master's degree from an accredited school of social work, marriage family counseling, or psychological counseling, or clinical psychology and two years social work experience at the level of Children's Social Worker II providing protective services to children or families with children, or rendering social services to wards or dependent children of the court within the past five years.</p> <p><u>Option 2</u> Graduation from an accredited college and four years social work experience, three years of which must have been at the level of Children's Social Worker II providing social services to wards or dependent children of the court within the past five years, or protective or placement services to children or families with children.</p>

**Los Angeles County - Department of Children and Family Services
Children's Social Worker Series
Minimum Requirements**

ATTACHMENT A

Classification	Supervising Children's Social Worker	Assistant Regional Administrator	Regional Administrator
Minimum Requirements	Three years of experience providing protective or placement social casework services to abused or neglected children at the level of Los Angeles County's class of Children's Social Worker II.	Five years of social work experience within the Department of Children and Family Services or other recognized health, education, or social service agency which deals with issues of child neglect and abuse or adoption, providing services to children or families with children, two years of which must have been in a supervisory capacity over professional staff providing children's protective or adoptions services or provision of specialized children's program service such as the Child Protection Hotline, Emergency Response Command Post, Adoptions Operations, or Juvenile Court Services.	A Master's degree from an accredited college or university in Social Work, Psychology, Counseling, or a related Human Services field - AND - Two years of experience at the level of Los Angeles County's class of Children's Services Administrator III serving as the immediate assistant to the director of the development or administration of a children and family services program. Two additional years of experience at the level of Children's Services Administrator III may be substituted for the Master's degree.

**Minimum Requirements for Child Welfare Services Positions from Surveyed Jurisdictions
As of December 13, 2010**

Children's Social Worker Trainee Level							
Jurisdiction	Comparable Position	Option	Education and Training			Work Experience	
			Bachelor's Degree	Master's Degree	Field	No. of Years	Type of Experience
Los Angeles County		1	✓		Social Work or Human Services	0	
		2	✓		Non-Specific	1	Children and family social work
State of New York	Child Protective Specialist, Assignment Level 1	1	✓		Must have taken 24 units in Social Work or Related Field	0	
State of Illinois	Child Protective Associate Specialist	1		✓	Social Work or Human Services	1	Children and family social work
		2	✓		Social Work or Human Services	3	Children and family social work
State of Arizona	Child Protective Services Specialist I	1		✓	Human Services	0	
		2	✓		Human Services	0	
		3	✓		Non-Specific	2	General social work
State of Massachusetts	Social Worker A	1	✓		Non-Specific	0	Licensed Social Work Assistant, Licensed Social Worker, Licensed Certified Social Worker or Independent Clinical Social Worker
Alameda County, California	Child Welfare Worker I	1		✓	Human Services	0	
		2	✓		Major coursework in Social Work or Related Field	2	As a Family Support Services Worker in Alameda County
		3	✓		Major coursework in Social Work or Related Field	2	Children and family social work

Note: The following surveyed jurisdictions do not have comparable Children's Social Worker Trainee positions: Miami-Dade County, San Diego County, Orange County, & Hennepin County

**Minimum Requirements for Child Welfare Services Positions from Surveyed Jurisdictions
As of December 13, 2010**

Children's Social Worker I							
Jurisdiction	Comparable Position	Option	Education and Training			Work Experience	
			Bachelor's Degree	Master's Degree	Field	No. of Years	Type of Experience
Los Angeles County, California		1	✓			1	As a Children's Social Worker Trainee in Los Angeles County
		2	✓		Social Work or Human Services	1	Children and family social work
		3	✓		Social Work or Human Services	2	General social work as a Los Angeles County Social Worker II or higher
		4	✓		12 units in Social Work or related field	2	Children and family social work
		5	✓		12 units in Social Work or related field	4	General social work as a Los Angeles County Social Worker II or higher
State of Arizona	Child Protective Services Specialist II	1		✓		0	
		2	✓		Social Work	0	
		3		✓	Human Services	1	Children and family social work
		4	✓		Human Services	1	Children and family social work
		5		✓	Human Services	2	General social work
		6	✓		Non-Specific	3	General social work
		7	✓		Non-Specific	1	As an Arizona State Child Protective Services Specialist I

Note: The following surveyed jurisdictions do not have comparable Children's Social Worker I positions: State of New York, State of Illinois, State of Massachusetts, Miami-Dade County, San Diego County, Orange County, Alameda County, & Hennepin County

**Minimum Requirements for Child Welfare Services Positions from Surveyed Jurisdictions
As of December 13, 2010**

Children's Social Worker II							
Jurisdiction	Comparable Position	Option	Education and Training			Work Experience	
			Bachelor's Degree	Master's Degree	Field	No. of Years	Type of Experience
Los Angeles County, California		1		✓	Social Work or Related field	0	
		2	✓		Human Services	2	Children and family social work
		3	✓		Non-Specific	1	As a Los Angeles County Children's Social Worker I

Note: None of the surveyed jurisdictions have comparable Children's Social Worker II positions.

**Minimum Requirements for Child Welfare Services Positions from Surveyed Jurisdictions
As of December 13, 2010**

Children's Social Worker III							
Jurisdiction	Comparable Position	Option	Education and Training			Work Experience	
			Bachelor's Degree	Master's Degree	Field	No. of Years	Type of Experience
Los Angeles County, California		1		✓	Social Work or Related field	2	Children and family social work at the level of a Los Angeles County Children's Social Worker II
		2	✓		Non-Specific	4	3 years of children and family social work at the level of Children's Social Worker II and 1 year of general social work or children and family social work
State of Illinois	Child Protection Specialist	1		✓	Social Work or Related field	2	Children and family social work
		2	✓		Social Work or Related field	4	Children and family social work
State of Arizona	Child Protective Service Specialist III	1		✓	Social Work or Related field	2	Children and family social work
		2	✓		Social Work or Related field	3	Children and family social work
		3	✓		Non-Specific	1	As an Arizona State Child Protective Service Specialist II
State of Massachusetts	Social Worker (B)	1		✓	Social Work or Related field	0	Licensed Social Work Assistant, Licensed Social Worker, Licensed Certified Social Worker or Independent Clinical Social Worker
		2	✓		Non-Specific	1	<ul style="list-style-type: none"> • As a State of Massachusetts Social Worker (A) • Licensed Social Work Assistant, Licensed Social Worker, Licensed Certified Social Worker, or Independent Clinical Social Worker
Miami-Dade County, Florida	Social Worker I	1	✓		Social Work or Related field	0	
San Diego County, California	Protective Services Worker	1	✓		Social Work	0	
		2	✓		24 units in Human Services	1	Children and family social work
		3	✓		24 semester units in a Human Services field & 2 semesters of supervised internship experience performing children and family social work	0	

**Minimum Requirements for Child Welfare Services Positions from Surveyed Jurisdictions
As of December 13, 2010**

<i>Children's Social Worker III (cont.)</i>							
Jurisdiction	Comparable Position	Option	Education and Training			Work Experience	
			Bachelor's Degree	Master's Degree	Field	No. of Years	Type of Experience
Orange County, California	Senior Social Worker	1		✓	Social Work or Related field	0	
		2				0	Marriage, Family, and Child Counseling License or Social Worker License
		3	✓		Social Work or Related field	3	General social work
		4			Must have 30 semester units in a Human Services field	4	General social work
		5			Must have 30 semester units in a Human Services field	2	As an Orange County Social Worker II
		6			Must have 30 semester units in a Human Services field	2	Transfer from another California county with experience in a position equivalent to Orange County's Senior Social Worker
Alameda County, California	Child Welfare Worker II	1	✓		Major coursework in Social Work or Related Field	1	As an Alameda County Child Welfare Worker I
		2		✓	Social Work or a related field which included supervised field work performing children and family social work	0	
		3		✓	Human Services	6 mos	Children and family social work
Hennepin County, Minnesota	Social Worker, Child Protection	1		✓	Social Work or Related field	0	
		2	✓		Social Work or a related field + 27 quarter credits towards an advanced degree in one of the above areas	3	General social work
		3				0	Licensed Graduate Social Worker

Note: The following jurisdiction does not have a comparable Children's Social Worker III position: State of New York

**Minimum Requirements for Child Welfare Services Positions from Surveyed Jurisdictions
As of December 13, 2010**

Supervising Children's Social Worker Level							
Jurisdiction	Comparable Position	Option	Education and Training			Work Experience	
			Bachelor's Degree	Master's Degree	Field	No. of Years	Type of Experience
Los Angeles County, CA		1	✓		Non-Specific	3	At the level of a Children's Social Worker II providing children & family social work
State of New York	Child Protection Specialist Supervisor, Assignment Level 2	1	✓		30 semester units towards an advanced degree in Social Work or a related field	1.5	Children & family social work
Cook County, Illinois	Public Service Administrator	1		✓	Social Work	3	Administrative child welfare experience
		2		✓	Human Services	4	Administrative child welfare experience
State of Arizona	Child Protective Service Unit Supervisor	1	✓		Non-Specific	2	As an AZ State Child Protective Services Specialist III
		2		✓	Social Work or Related field	4	Children & family social work
		3	✓		Social Work or Related field	5	Children & family social work
State of Massachusetts	Social Worker (C)	1	✓		Non-Specific	2	<ul style="list-style-type: none"> • General social work or children & family social work • Licensed Social Worker or certification as a Child Protective Worker
		2	✓		30 semester units towards an advanced degree in Social Work or a related field	1	<ul style="list-style-type: none"> • General social work or children & family social work • Licensed Social Worker or certification as a Child Protective Worker
		3	✓		60 semester units towards an advanced degree in Social Work or a related field	0	<ul style="list-style-type: none"> • Licensed Social Worker or certification as a Child Protective Worker
Miami-Dade County, FL	Social Worker II	1	✓		Social Work or Related field	1	General social work
San Diego County, California	Protective Services Supervisor	1	✓		24 semester units in Social Work or a related field	4	Children & family social work; 2 years in a position equivalent to SD County's Protective Services Worker
		2		✓	Human Services based on a 2 year program with supervised field placement experience performing children & family social work	3	Children and family social work; 2 years of this experience must have been in a position equivalent to San Diego County's Protective Services Worker
		3				4	<ul style="list-style-type: none"> • Children and family social work; 2 years of this experience must have been in a position equivalent to San Diego County's Protective Services Worker • Current license as a Licensed Clinical Social Worker or Marriage and Family Therapist

**Minimum Requirements for Child Welfare Services Positions from Surveyed Jurisdictions
As of December 13, 2010**

Supervising Children's Social Worker Level (cont.)							
Jurisdiction	Comparable Position	Option	Education and Training			Work Experience	
			Bachelor's Degree	Master's Degree	Field	No. of Years	Type of Experience
Orange County, California	Senior Social Services Supervisor	1	✓		30 units in Social Work or related field	3	General social work or children and family social work experience equivalent to that of an Orange County Senior Social Worker or Social Services Supervisor in a public social services agency
Alameda County, California	Child Welfare Supervisor	1		✓	Social Work or a related field with supervised field work performing children & family social work	1	As an Alameda County Child Welfare Worker II or higher level position
		2		✓	Social Work or a related field with supervised field work performing children and family social work	2	Children and family social work
		3				1	<ul style="list-style-type: none"> • As an Alameda County Child Welfare Worker II or higher level position • Marriage, Family, and Child Counseling license
		4				2	<ul style="list-style-type: none"> • Children and family social work • Marriage, Family, and Child Counseling license
		5	✓		Major coursework in Social Work or a related field	4	3 years of experience as a Child Welfare Worker I, & 1 year of experience as a Child Welfare Worker II in the Alameda County classified service
Hennepin County, Minnesota	Social Work Unit Supervisor	1		✓	Social Work or Related field	3	General social work
		2				3	<ul style="list-style-type: none"> • General social work • Licensed Graduate Social Worker
		3	✓		Social Work or a related field + 27 quarter credits towards an advanced degree in Social Work or a related field	4	General social work
		4	✓		Social Work or a related field + 27 quarter credits towards an advanced degree in Social Work or a related field	6	As a Hennepin County Senior/Child Protection Social Worker

**Minimum Requirements for Child Welfare Services Positions from Surveyed Jurisdictions
As of December 13, 2010**

Assistant Regional Administrator							
Jurisdiction	Comparable Position	Option	Education and Training			Work Experience	
			Bachelor's Degree	Master's Degree	Field	No. of Years	Type of Experience
Los Angeles County, CA		1	✓		Non-Specific	5	Children and family social work; 2 years of this experience must have been in a supervisory capacity
State of New York	Director of Field Operations	1	✓		Non-Specific	4	Children and family social work; 1.5 years of this experience must have been in a supervisory, administrative, management, or executive capacity
		2		✓	Social Work	3	Children and family social work; 1.5 years of this experience must have been in a supervisory, administrative, management, or executive capacity
State of Massachusetts	Social Worker (D)	1	✓		Non-Specific	3	<ul style="list-style-type: none"> • General social work or children and family social work; at least 1 year of this experience must have been in a supervisory capacity • Licensed Social Worker or certification as a Child Protective Worker
		2	✓		30 semester units towards an advanced degree in Social Work or a related field	2	<ul style="list-style-type: none"> • General social work or children and family social work; at least 1 year of this experience must have been in a supervisory capacity • Licensed Social Worker or certification as a Child Protective Worker
		3	✓		60 semester units towards an advanced degree in Social Work or a related field	1	<ul style="list-style-type: none"> • General social work or children and family social work; at least 1 year of this experience must have been in a supervisory capacity • Licensed Social Worker or certification as a Child Protective Worker

**Minimum Requirements for Child Welfare Services Positions from Surveyed Jurisdictions
As of December 13, 2010**

Assistant Regional Administrator (cont.)							
Jurisdiction	Comparable Position	Option	Education and Training			Work Experience	
			Bachelor's Degree	Master's Degree	Field	No. of Years	Type of Experience
San Diego County, California	Child Welfare Services Manager	1	✓		24 semester units in Social Work or a related field	1	As a San Diego County Health and Human Services Administrator delivering children and family services or developing policies and procedures, or equivalent experience working in a social services agency
		2	✓		24 semester units in Social Work or a related field	3	As a San Diego County Protective Services Supervisor, or equivalent experience as a first line supervisor for a social services agency providing children and family services
		3	✓		24 semester units in Social Work or a related field	3	2 years as a San Diego County Protective Services Supervisor and 1 year as a San Diego County Program Specialist I
		4	✓		24 semester units in Social Work or a related field	1	As a San Diego County Child Welfare Services Policy Analyst with the Health and Human Services Agency, Child Welfare Services
Alameda County, California	Social Services Program Manager	1				4	General social work, eligibility work or similar social services work in a first-line supervisor capacity within Alameda County's Social Services Agency.
		2	✓		Social Work or Related field	2	General social work, eligibility work or similar social services work in a first-line supervisory capacity within Alameda County's Social Services Agency
		3		✓	Social Work or Related field	1	General social work, eligibility work or similar social services work in a first-line supervisory capacity within Alameda County's Social Services Agency
		4			Must have completed 2 years of college	2	As an Administrative Specialist or equal or higher-level Alameda County administrative class
		5				6	As a first-level supervisor in a human services agency
		6	✓		Social Work or Related field	3	As a first-level supervisor in a human services agency
		7		✓	Social Work or Related field	2	As a first-level supervisor in a human services agency

Note: The following jurisdictions did not provide minimum requirement information for their comparable Assistant Regional Administrator positions: State of Illinois, State of Arizona, State of Massachusetts, Miami-Dade County, Orange County, & Hennepin County

**Minimum Requirements for Child Welfare Services Positions from Surveyed Jurisdictions
As of December 13, 2010**

Regional Administrator Level							
Jurisdiction	Comparable Position	Option	Education and Training			Work Experience	
			Bachelor's Degree	Master's Degree	Field	No. of Years	Type of Experience
Los Angeles County, California		1		✓	Social Work or Related field	2	At the level of LA County Children's Services Administrator III developing children & family services programs
		2	✓		Non-Specific	4	At the level of LA County Children's Services Administrator III developing children & family services programs
San Diego County, California	Assistant Deputy Director, Health & Human Services Agency	1	✓		Social Work, Human Services, public administration, public health, or biological sciences	6	Program management capacity including budget development, supervision, program development and evaluation, and policy development and implementation with 3 years at a management-level
		2		✓	Social Work, Human Services, public administration, public health, or biological sciences	5	Program management capacity including budget development, supervision, program development and evaluation, and policy development and implementation with 3 years at a management-level
		3				10	Program management capacity including budget development, supervision, program development and evaluation, and policy development and implementation with 3 years at a management-level
Alameda County, California	Division Director, Social Services Agency	1			Must have completed 2 years of college	6	Supervisory capacity which included at least 2 years of second-line supervisory experience in a social service, economic benefits or employment services class in the Social Services Agency
		2	✓		Non-Specific	4	Supervisory capacity which included at least 2 years of second-line supervisory experience in a social service, economic benefits or employment services class in the Social Services Agency
		3			Must have completed 2 years of college	6	Management or administrative capacity at the level of Alameda County's Administrative Services Officer or an equivalent or higher-level administrative class
		4	✓		Non-Specific	4	Management or administrative capacity at the level of Alameda County's Administrative Services Officer or an equivalent or higher-level administrative class

Note: The following jurisdictions did not provide minimum requirement information for their comparable Regional Administrator positions: State of New York, State of Illinois, State of Arizona, State of Massachusetts, Miami-Dade County, Orange County, & Hennepin County

**Internal Advancement Patterns for Supervisory
and Regional Administrative Positions
In Surveyed Jurisdictions**

ATTACHMENT C

Jurisdiction	Required experience for advancement to first level supervisor	Required experience for advancement from first level supervisor to second level supervisor	Required experience for advancement from second level supervisor to third level supervisor
Los Angeles County, California	5 Years	2 Years	4 Years
State of New York	1.5 Years	2.5 Years	--
State of Illinois	7 Years	--	--
State of Arizona	4 Years	--	--
State of Massachusetts	2 Years	2 Years	--
Miami-Dade County, Florida	1 Year	--	--
San Diego County, California	4 Years	3 Years	6 Years
Orange County, California	5 Years	--	--
Alameda County, California	4 Years	2 Years	2 Years
Hennepin County, Minnesota	9 Years	--	--

-- Comparable child welfare services-specific positions do not exist at this level

DCFS Recruitment Outreach Implementation Plan

ATTACHMENT D

Recommendation	Action	Responsible Party	Target Implementation Date
1. Subscribe to resumé databases that specialize in human services jobs, such as ihiresocialservices.com or socialworker.org/joblinks , to establish an expedient method of reaching applicants with specific qualifications looking to establish a new career.	1. Complete the Procurement Request to post job bulletins in resumé database sites specializing in human services jobs such as American Public Human Services, California State Association of Counties, ihiresocialservices.com , etc.	1. DCFS Contracts	1. January 10, 2011
2. Develop a more comprehensive department-wide exit interview process for the purpose of studying employee separations from DCFS. Process guidelines should be included in policy and made available to all employees.	1. Finalize updated draft of Exit Interview form and policy/processing guidelines and submit to Executive Team for approval. 2. DCFS Labor Relations staff will present proposal to employee unions. 3. DCFS HR will post new policy and guidelines on the DCFS LAKids intranet site.	1. DCFS HR 2. DCFS Labor Relations 3. DCFS HR	1. January 31, 2011 2. February 15, 2011 3. March 1, 2011
3. Continue participation in the stipend and CALSWEC programs to recruit social worker graduates.	1. The DCFS Stipend program is an on-going collaboration with the participating Southern California colleges and universities. DCFS will begin the coordination efforts to hire the 2011 CALSWEB/Inter-University Consortium graduates. 2. Participate in the 2011 CALSWEC job fair.	1. DCFS HR 2. DCFS HR	1. March 1, 2011 – September 30, 2011 and every year thereafter 2. March 2, 2011
4. Continue to establish collaborative relationships with internal and external DCFS stakeholders (e.g., professional associations, alumni organizations, student associations, unions, employee associations, community-based organizations, etc.) to engage and attract qualified applicants to DCFS.	1. Identify stakeholders and establish a partnership. 2. DCFS Business Information Systems (BIS) staff to redesign the Department's recruitment brochures. 3. Finalize and print the redesigned brochures. 4. Mail or email redesigned brochures to external stakeholders for publication to their members/students.	1. DCFS HR 2. DCFS BIS DCFS HR 3. DCFS HR 4. DCFS HR	1. January 31, 2011 2. February 25, 2011 3. March 21, 2011 4. April 1, 2011

DCFS Recruitment Outreach Implementation Plan

ATTACHMENT D

Recommendation	Action	Responsible Party	Target Implementation Date
5. Network or establish affiliations with educational institutions that have a significant Hispanic student population in an effort to meet DCFS' need to recruit and hire bilingual (English/Spanish) CSWs.	1. Establish a partnership with the Hispanic Association of Colleges and Universities, Latino Social Workers Organization, and the Hispanic Scholarship Fund to provide students with information about careers in social work and the DCFS Stipend program.	1. DCFS HR	1. February 18, 2011
6. Continue outreach activities to junior colleges and high schools to expose students to social work careers.	1. Send recruitment packages to schools listed in the National Listing of Colleges and Universities with Accredited Baccalaureate Social Work programs, National Listing of Colleges and Universities with Accredited Master Social Work programs, and the Listing of Accredited Colleges and Universities in California.	1. DCFS HR	1. March 31, 2011
	2. Assemble a panel of SCSWs to develop and make presentations about careers in social work and DCFS job opportunities at high schools in Los Angeles County.	2. DCFS HR	2. March 1, 2011 and biannually thereafter

Enhancing Knowledge, Skills, and Abilities Implementation Plan

ATTACHMENT E

Recommendation	Action	Responsible Party	Target Implementation Date
1. Review the revised Core Academy curriculum and the December 6 th pilot, and provide tools to ensure a results-based design	<ol style="list-style-type: none"> 1. Review revised Core Academy curriculum and overall approach. 2. Evaluate pilot of revised Core Academy approach and related tools at South County and Lancaster offices. 3. Assess curriculum material and South County and Lancaster pilot. 4. Analyze data and feedback collected from assessment tools. 5. Report to County and departmental executive management on the findings of the data analysis. 6. Develop a comprehensive implementation plan for future Core Academies. 	<ol style="list-style-type: none"> 1. DCFS IUC DHR OEDD 2. DCFS IUC DHR OEDD 3. DCFS IUC DHR OEDD 4. DCFS IUC DHR OEDD 5. DCFS IUC DHR OEDD 6. DCFS IUC DHR OEDD 	<ol style="list-style-type: none"> 1. December 1, 2010 2. December 6, 2010 3. December 6, 2010 4. February 21, 2011 5. April 1, 2011 6. May 2, 2011
2. Develop tools & training to implement a semi-annual performance review process.	<ol style="list-style-type: none"> 1. Review existing performance review tools in use at DCFS. 2. Develop tools & training to assist raters in productively assessing and coaching their employees. 3. Implement training. 	<ol style="list-style-type: none"> 1. DCFS DHR OEDD 2. DCFS DHR OEDD 3. DCFS DHR OEDD 	<ol style="list-style-type: none"> 1. January 3, 2011 2. January 17, 2011 3. March 1, 2011
3. Train RAs and ARAs how to interpret Executive Management Reports and to use them in effectively running their operations.	<ol style="list-style-type: none"> 1. Establish performance measures that will be reported in the Executive Management Report. 2. Develop training to guide RAs and ARAs in utilizing the report. 3. Deliver training to RAs and ARAs. 4. Implement usage of the Executive Management Report. 	<ol style="list-style-type: none"> 1. DCFS CEO 2. DCFS DHR OEDD 3. DCFS DHR OEDD 4. DCFS 	<ol style="list-style-type: none"> 1. February 1, 2011 2. March 1, 2011 3. March 14, 2011 4. April 4, 2011